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## Resilient Partnership

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# Resilient Partnership

An interpretive approach to public-private  
cooperation in large infrastructure projects

Hans Ruijter



## About the author

Hans Ruijter (1961) graduated in 1985 as a civil engineer from Delft University of Technology. He started his career at Rijkswaterstaat in Zeeland, where he was involved in structuring the management and maintenance of the Oosterscheldekering. At the end of the 1990s, after holding various positions at Rijkswaterstaat, he became project manager for road pricing at the Ministry of Transport, Public Works and Water Management. In 2000 Ruijter returned to Rijkswaterstaat as director of traffic infrastructure at the civil engineering department. In 2006 he moved to Limburg as project director of the Maaswerken (River Meuse Project), at that time one of the largest water management projects in the Netherlands. Subsequently, in 2010, he was asked as national tunnel director to develop a different approach to the construction of tunnels in the Netherlands. Since the end of 2012, he has been program director for the motorway widening project between Schiphol, Amsterdam and Almere (SAA), the largest infrastructure project in the Netherlands with a total construction budget of around € 4.5 billion. Beside that Ruijter is, since the end of 2018, Chairman of the Board of Netlipse, the international network for the dissemination of knowledge on the management and organization of large infrastructure projects in Europe.

The main theme in Ruijter's career has been his passion for cooperation, especially between the public and the private sectors. According to Ruijter, this is the key to successful infrastructure projects. He believes that most project delays are the result of a failure to address issues and frustrations between parties before they become chronic. *"In these situations, cooperation is not only essential; it also makes the work much more enjoyable."* This passion for cooperation led to Ruijter's decision to undertake a PhD study at the Faculty of Social Sciences at VU University Amsterdam on public-private partnerships in the infrastructure domain.

